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The Department of Homeland Security Challenges the Federal Civil Service System: Personnel Lessons from a Department's Emergence

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Published in PAM, Vol. 8 No. 3

The establishment of a Department of Homeland Security has become an opportunity for the reshaping of personnel rules governing federal employees, both those entering the new department and throughout the federal service. Policy debates over the department's creation and management are giving voice to different perspectives on the shape of human resources preferences in the new millennium. This paper examines the recommendations and goals of competing political perspectives on reforming public service personnel management and looks to the near future for potential impacts.

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